

Total Points: \_\_\_\_\_ = \_\_\_\_\_ %

**DDS&T SENIOR SECRETARIAL CAREER SERVICE PANEL**  
**EVALUATION CRITERIA**

Name of Secretary: \_\_\_\_\_ Grade: \_\_\_\_\_

Job Title: \_\_\_\_\_ Name of Rater: \_\_\_\_\_

Title of Rater: \_\_\_\_\_

**INSTRUCTIONS:** Below are listed 12 categories of performance, capabilities and potential. You are asked to evaluate each category with a score from 1 to 9 points. Each descriptive sentence has an assigned value in ascending order. Odd ratings of 1, 3, 5, 7 and 9 are also appropriate to provide a wider scale where the evaluation varies slightly from the descriptive sentence. The point value should represent your best judgment of the individual's performance as the total number of points will be used as an input to the SSCSP's deliberations in determining comparative evaluations for value, promotion, and selection of assigned rankings. In the event that one or more categories listed below are not applicable to the employee's current work performance, the term Not Applicable (N/A) should be used in place of a point score below the appropriate category. The total score will be computed on the basis of a percentage of the maximum possible to ensure that the employee is not penalized in any way as a result.

**1. TECHNICAL ABILITY:** The degree to which an individual has mastered and keeps abreast of knowledge and skills required by the job.

- 2 Lacks some basic technical knowledge or skills required by the job.
- 4 Has the basic technical knowledge and skills required by the job.
- 6 Has technical knowledge and skills beyond requirement of the job.
- 8 Has exceptional technical knowledge and skills.

\_\_\_\_\_ Typing

\_\_\_\_\_ Dictation (Transcription from Shorthand and Dictaphone).

Is the secretary qualified in shorthand by Agency standards? Yes \_\_\_\_\_ No \_\_\_\_\_

\_\_\_\_\_ Proofreading and Editing

\_\_\_\_\_ Records Management

\_\_\_\_\_ Office Procedures (Telephone Techniques, Correspondence Format, etc.)

\_\_\_\_\_ Word Processing Machines

\_\_\_\_\_ (Points: Minimum 5/Maximum 54; N/A is appropriate for Word Processing Machine Category.)

**2. QUALITY OF PERFORMANCE:** The degree to which an individual completes assignments at a professional level with minimal supervision and within constraints of time, desired productivity, skill level, accuracy, and initiative.

- 2 Usually meets requirements but must rely on others for assistance.
- 4 Completes basic requirements within deadlines but does not extend himself/herself.
- 6 Completes assignments accurately and professionally.
- 8 Usually is more productive than others in similar tasks and/or completes assignments accurately in advance of deadlines and looks for additional tasks.

\_\_\_\_\_ Points

**3. ABILITY TO WORK UNDER PRESSURE:** Here we are concerned with firmness of purpose and steadiness in stress situations. A stress situation need not be a crisis and could be merely a period of sustained high-volume activity.

- 2 Unable to perform adequately under pressure.
- 4 Performs adequately under stress situations.
- 6 Maintains poise under time and high-volume pressure; a very effective and efficient performer.
- 8 Performs in an outstanding manner regardless of circumstances or time.

\_\_\_\_\_ Points

**4. KNOWLEDGE OF OFFICE OPERATIONS:** The level of competency displayed in understanding the daily routine of the job.

- 2 Barely adequate.
- 4 Average—adequate to deal with most situations.
- 6 Above average ability to deal with most situations.
- 8 Exceptional—can deal with wide variety of situations.

\_\_\_\_\_ Points

**5. ORAL EXPRESSION:** How effectively does the individual communicate orally with his subordinates, peers and supervisors?

- 2 Oral expression is poor, being inhibited further by his/her misuse of the English language.
- 4 Oral expression is reasonably adequate.
- 6 Able to express self well in a clear and concise manner and is easily understood.
- 8 Explicit in his/her oral expression, can articulate complex ideas and information with ease.

\_\_\_\_\_ Points

Approved For Release 2006/01/12 : CIA-RDP91-00452R000100080036-2

6. **WRITTEN EXPRESSION:** When your secretary is required to produce written communications, are the results clear, concise, accurate, grammatically correct, well-organized and complete?

- 2 Writing is generally disorganized. It lacks clarity and often incorporates poor grammar.
- 4 Writing is understandable but lacks one or more of the desirable characteristics.
- 6 A good writer who produces clear, well-organized communications.
- 8 Writing is excellent. Individual has the knack for clarity of expression and brevity.

\_\_\_\_\_ Points

7. **DECISION MAKING & JUDGMENT:** How does the individual go about making a decision?

- 2 Impulsively jumps to conclusions without considering all the facts and, therefore, fails to foresee the results of his/her decision.
- 4 Although considers all the facts to the best of his/her ability, generally does not make the best decisions under the circumstances.
- 6 Considers the facts carefully and effectively. Most of his/her decisions are well-conceived and timely.
- 8 Individual's judgment is superior. Acts decisively and always accepts full responsibility for decisions.

\_\_\_\_\_ Points

8. **INTERPERSONAL RELATIONSHIPS:** The degree to which the individual successfully relates to and works with subordinates, peers, supervisors and counterparts in other organizations.

- 2 Individual is blunt, discourteous and antagonistic.
- 4 Individual is acceptably considerate and polite in dealing with others.
- 6 Individual never intentionally hurts the feelings of others. He/she is distinctively polite and respectful yet is frank when the occasion demands.
- 8 Individual is an honest and straight-forward person, gracious and considerate in every circumstance.

\_\_\_\_\_ Points

9. **RESPONSIBILITY/DEPENDABILITY:** Some individuals assume or seek responsibility of a safe routine nature only. Others are more inclined to exploit each and every opportunity to contribute and to get ahead. Here consider the person's job interests, self-improvement efforts, response to training, and dedication to doing the best job possible regardless of the circumstances or personal rewards. To what degree will the individual act on his/her own initiative to assume or prepare for greater responsibility?

- 2 Believes others are better qualified to take responsibility; does not act unless told.
- 4 Will accept additional responsibility when directed; does not take the initiative.
- 6 Assumes responsibility with confidence; takes initiative in situations he/she judges to be within his/her competence.
- 8 Consistently strives for greater responsibility and seldom misses an opportunity to prepare for more demanding jobs by broadening his/her perspective & knowledge.

\_\_\_\_\_ Points

10. **CREATIVITY AND INITIATIVE:** The degree to which the individual expresses and develops new ideas, accepts changes, and reflects personal dedication & attendance.

- 2 Depends on and accepts the status quo.
- 4 Usually prefers the same approach to most tasks but accepts an occasional change in stride and reflects interest in new assignments and/or methods.
- 6 Often employs original and innovative techniques to old and new problems.
- 8 Resourceful, imaginative, is an effective idea person with obvious dedication.

\_\_\_\_\_ Points

11. **SUPERVISORY SKILLS:** Senior secretaries are often responsible for supervising other office secretaries. They ensure an even workload and often teach newcomers the nuances of the trade. Here we are concerned with the degree to which he/she performs those responsibilities.

- 2 Effects minimal results.
- 4 Effects average results.
- 6 Effects above average results.
- 8 Effects exceptional results.

\_\_\_\_\_ Points

12. **POTENTIAL:** The capacity for and interest in further development and advancement in the secretarial arena.

- 2 Has grown to full potential, further advancement unlikely.
- 4 Has potential for a measured amount of growth, some advancement likely in time.
- 6 Has considerable potential for further growth beyond present level; excellent potential for advancement within next year or two.
- 8 Has an excellent potential for growth and development for advancement through next several grades.

\_\_\_\_\_ Points